

USAID/Jamaica FY 2000 - FY 2001 Results Review and Resource Request

March 1999

The attached results information is from the FY 2000 results review and resource request (R4) for Jamaica, and was assembled and analyzed by USAID/Jamaica.

The R4 is a pre-decisional USAID document and does not reflect results stemming from formal USAID review.

Please Note:

The attached FY 2001 Results Review and Resource Request ("R4") was assembled and analyzed by the country or USAID operating unit identified on this cover page.

The R4 is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

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MEMORANDUM

Date: March 15, 1999

From: Mosina Jordan, USAID/Jamaica Mission Director

To: Mark L. Schneider, AA/LAC

Subject: R4 Transmittal Memo

USAID/Jamaica Mission staff have been stretched to the limit this past year. On the management and administrative side of our house, we have been working overtime to implement the internal accounting and administrative control recommendations resulting from our 1998 Federal Managers Financial Integrity Act Review and from various assessments conducted by teams of specialists from M/OP, IRM, IG/SEC and the Bureau Controller. We have made excellent progress, but still have a way to go.

Perhaps our greatest challenge (though by no means the only pressing management/administrative concern) is our need to reorganize, reclassify and compete virtually every FSN position in the Mission -- and follow this up with training opportunities. This Mission-wide reorganization is now well underway and we are committed to seeing it through to the end. We have worked closely with our FSN staff and their representatives and with a local labor lawyer to develop a severance package that will offer self-selected/non-competitive employees severance in accordance with the local compensation plan and local law, while providing the Mission with the right workforce that we need to do the job. While we expect some fine FSN officers to opt for the severance package, we are committed to making this transition as smooth as possible with minimal program disruption.

USAID/Jamaica has complied with the requirement to straight-line its budget to meet its target levels in all three years. At these levels, however, the Mission has virtually no discretionary funds in FY00 and FY01. While the Mission has included a brief discussion of the "shortfalls" resulting from its straightlined budget in the out years, a more detailed discussion of the issues impacting USAID/Jamaica's OE budget will be submitted in a separate memo to you. The request levels reflected in the Mission's FY00 and FY01 budgets include "plus ups" for the bilateral program only.

When I assumed management of this Mission, the program had essentially come to a halt. USDH staff were leaving and FSN morale was low. A comprehensive results review flagged serious implementation problems and, even more importantly, an overall lack of strategic direction. Some strategic objectives appeared to be beyond our manageable interest, and some activities seemed not to be strategically germane. After new USDH staff came on board the entire Mission worked together to remedy this situation. We brought in technical assistance under an institutional contract with MSI, and drew on expertise in AID/W. (In this regard, I want to add my personal appreciation for all the AID/Washington support we received this

past year). As a result, we have made excellent progress in our strategic planning. Our SO teams have nearly completed the tasks of finalizing results frameworks, identifying appropriate performance measures (with baseline data), and assessing the resource requirements and other critical assumptions of their strategic approach.

Achieving these strategic objectives will require additional time--and additional program resources beyond our current FY2001 strategic plan period. Each of the Mission's four SO teams has either developed (SO4) or is developing (SO1, SO2 and SO3) results packages and strategic objective agreements that will require five years to achieve. SO1 is designing a new ESF-funded "Inner City" Special Objective and developing several new multi-year activities aimed at achieving key intermediate results. Both SO2 and SO3 are now working on new multi-year activity designs to support their revised strategic frameworks. We need a management contract that reflects this reality and gives me the authority to approve strategic objective agreements and implementation documents that commit us to programs through FY2005. Consequently, I also intend to submit a bilateral program strategic plan in May (when we submit our five year regional strategy) that will guide our bilateral program over the next five years.

At the same time, the Mission has also been taking on tremendous program responsibilities. A strategy paper for a new Caribbean Regional Program (CRP) is now being shared with our CARICOM partners, and design work has begun on the three regional strategic objectives: economic growth, environment and administration of justice. The Mission will be presenting its new FY00-05 CRP strategic plan document in May for a June review. Over this five year period, we are planning for a net \$27.0 million in ESF (not counting the \$3.0 million in ESF for our new bilateral Special Objective), \$6.0 million in DA for regional environment programs, and at least \$3.0 million in Hurricane Georges supplemental assistance.

As we move from strategic planning to the design and implementation of our new Caribbean Regional Program, greater demands will be placed on Mission staff and resources. Although we will make every effort during our design to use "best practices" and severely limit the number of separate management/implementation units, additional OE and non-USDH staff will be required. When we submit our five-year CRP to Washington later this Spring, it will include a resource request that considers various programming options and provides a clear rationale for all additional resources.

I look forward to the Bureau's continued support as we work together to meet these extraordinary challenges.

TABLE OF CONTENTS

I.	Overview and factors affecting program performance.....	1
II.	Progress toward Strategic Objectives in 1988.....	6
	A. SO1: Increased employment in targeted micro and small business	6
	1. Summary.....	6
	2. Key Results.....	6
	3. Performance and Prospects.....	6
	4. Possible Adjustments to Plans.....	8
	SO1 Performance Data Tables	10
	B. SO2: Improved quality of key natural resources in selected areas that are both environmentally and economically significant	12
	1. Summary.....	12
	2. Key Results.....	13
	3. Performance and Prospects.....	13
	4. Possible Adjustments to Plans.....	15
	5. Other Donor Programs.....	15
	SO2 Performance Data Tables.....	16
	C. SO3: Improved reproductive health of youth.....	18
	1. Summary.....	18
	2. Key Results.....	18
	3. Performance and Prospects.....	18
	4. Possible Adjustments to Plans.....	20
	5. Other Donor Programs.....	20
	6. Principal Contractors, Grantees or Agencies.....	21
	SO3 Performance Data Tables.....	22

D. SO4: Increased literacy and numeracy among Jamaican Youth in targeted primary schools.....	24
1. Summary.....	24
2. Key Results.....	24
3. Performance and Prospects.....	24
4. Possible Adjustments to Plans.....	26
5. Other Donor Programs.....	26
6. Principal Contractors, Grantees or Agencies.....	26
SO4 Performance Data Tables.....	27
III. Resource Requirements.....	29
A. Financial Plan.....	29
B. Global Field Support.....	30
C. Workforce and OE.....	30
Tables	
1. USAID Budget Request by Program/Country.....	32
2. Global Field Support.....	37
Annexes	
1 - USAID/Jamaica Plan for IEEs and EAs.....	38
2 - Updated Results Framework.....	39

I. Overview and Factors Affecting Program Performance

U.S. National Interests

The United States interest in Jamaica's development is rooted in our concern for the personal security of U.S. tourists and citizens abroad; maintaining strong trade and investment ties; reducing the production and transshipment of illegal drugs, and protecting the Caribbean's unique natural environment. U.S. development assistance contributes to the U.S. strategic goals of (1) expanding U.S. exports and creating a better investment climate for U.S. businesses by promoting broad-based economic growth in developing countries, (2) reducing illegal immigration and the entry of drugs into the United States, (3) protecting and improving the quality of the natural resource base, and (4) safeguarding the public health and safety of Americans. Promoting economic growth and employment also contributes to a reduction in crime (increasingly affecting U.S. citizens) and illegal emigration. Improving the quality of key natural resources is not only important in itself, but is also key to maintaining strong tourist-based trade and investment. Moreover, with the entry of some 800,000 U.S. citizens into Jamaica and nearly one hundred thousand Jamaicans entering the U.S. each year comes the risk of increased transmission of HIV/AIDS and other communicable diseases.

Jamaica's Development Challenge

Jamaica's key development challenges include high unemployment (20% of Jamaicans are unemployed or underemployed) with a third of the population living in poverty, sustaining a highly fragile and economically critical natural resource base, and assisting an entire generation of Jamaican youth placed "at risk" by low educational attainment, high teenage pregnancy rates, sexually transmitted infections (STIs), crime and violence. Exacerbating this situation is an on-going economic crisis. Preliminary evidence indicates that 1998 will mark the third consecutive year of declining economic growth, with living conditions continuing to decline for the majority of Jamaicans.

Jamaica's external debt of about \$3.6 billion (including \$670 million to the United States) consumes over half of the GOJ's annual budget. In turn, the GOJ fiscal deficit is one of the highest in the hemisphere, and that is without counting the huge losses from the collapse and GOJ takeover of the banking and insurance sectors. Moreover, with the financial sector crisis, the GOJ's share of the economy - which had included cement, electricity and a stake in bauxite mining, has expanded. The government's Financial Sector Adjustment Company (FINSAC) now controls six commercial banks, five life insurance companies and all their assets - hotels and real estate. A strong Jamaican dollar has helped keep inflation to a manageable 7%, but interest rates, although they have declined over the last two years, remain high - ranging from 22% to 35% - reflecting market sentiment that the Jamaican dollar is overvalued and the high level of GOJ borrowing. These high interest rates have

essentially brought business investment and expansion to a halt. Some implications on USAID activities are the dampening effect this has on the expansion of microenterprise lending, and on the hoteliers and manufacturers seeking to (borrow capital to) implement environmental audit recommendations under the Environmental Audits for Sustainable Tourism (EAST) project.

Widespread degradation of the country's unique environmental heritage is threatening the productive base of the economy. Jamaica's population and economic activity is concentrated in urban and coastal areas. Natural resources and habitats in these areas are at risk from solid and chemical wastes, deforestation and degradation of upland watersheds, untreated wastewater and the pollution of coastal waters and degradation of the island's coral reefs. It is estimated that only 10% of north coast coral barrier reefs are living - a tragic situation affecting communities and commercial interests dependent on fishing and tourism for their livelihood.

Having Jamaica's youth better prepared for tomorrow is also a critical development challenge. The education system - characterized by chronic poor attendance, perennial under achievement, depressingly low levels of literacy and numeracy at the end of six years of primary schooling, and low secondary school enrollment - is failing thousands of young Jamaicans. 52% of primary school graduates are functionally illiterate and innumerate; approximately 10,000 10-14 year olds are not enrolled in school and an additional 4,000 10-18 year old adolescents drop out each year (1992 data). Moreover, despite a decline in the fertility rate for all other age groups, there has been upward movement in the fertility rate among 15-24 year olds -- from 107 live births per 1,000 women (1993) to 112 live births per 1,000 women (1997), and 15-24 year olds have among the highest HIV and STI infection rates.

Significant Achievements and Progress in Implementing USAID Strategy

1998 was a year marked by several important program achievements (see Summary of USAID Assisted Achievements) and by the refinement of strategic objective frameworks and performance monitoring plans by all of the SO teams.

The *SO1 economic growth strategy* was scaled back in FY 1998 from an economic growth objective to focus on increased employment in small and micro businesses. Two key results packages are continuing: a small business component designed to improve business skills (revised IR1 in Annex 2), and a microenterprise development component designed to increase financing for small and micro enterprises (revised IR3). The SO1 team is now designing a results package for an FY2000 ESF-funded Special Objective addressing inner city social and economic problems, and a concept paper is soon to be completed on the policy and regulatory constraints of small businesses (revised IR2). Both the small business and microenterprise development activities performed well. The value of sales last year by

USAID assisted small businesses exceeded planned levels by nearly 26%, and microenterprise lending (both number of loans and delinquency) has also exceeded targets, even though the on-going recession and affects of the financial sector crisis have postponed expansion of the program.

The SO2 Environment Team has made good progress in developing its integrated SO2 "Ridge to Reef" strategy which was reviewed and adopted with our partners in September 1998. The team refocused the policy component (revised IR2) on "adoption" of environmentally sound policies rather than "compliance" and has made progress on indicators and baseline data for performance monitoring.

The Coastal Water Quality Improvement Project (CWIP) which began in January 1997 is progressing well. Additionally, a results package like document has been written to focus resources on upland environmental problems (which also impact on coastal water quality, and thus complements CWIP). The environmental SO team expects the institutional contractor for this "Ridge" component will be contracted and start-up work will begin this year. Elements of the highly successful Environmental Audits for Sustainable Tourism (EAST) activity which effectively demonstrate "win-win" environmentally friendly and cost-saving practices to hoteliers and manufacturers, and key policy development and NGO partnership elements of the DEMO project are slated to continue under the "Ridge to Reef" strategy, though EAST and DEMO both end this fiscal year.

Good progress has also been made with the SO3 *"Improved reproductive health of youth"* strategy approved last year. The SO3 team has recommended wording changes at the IR level (see Annex 2) and is well along in finalizing a performance monitoring plan. The SO3 strategy calls for continued support to the Ministry of Health under the AIDS/STD Prevention and Control project and implementation of the "Improved Reproductive Health for Youth" SOAG signed last September through both the public and private sectors. The RFP has been drafted, and SO3 expects an institutional contractor will be in place later this year. Certain adolescent family planning and reproductive health activities now provided under the Family Planning Initiatives Project (which ends this July) will be continued under the new SOAG.

1998 was also the first full year for reporting progress under the new strategic objective and results framework for SO4 "increased literacy and numeracy among Jamaican youth in targeted primary schools". The institutional contractor supporting implementation of the "New Horizons" primary education program is now in place, and continued progress is being made under the on-going Uplifting Adolescents Project to provide at risk youth, many of whom were school dropouts, with lifelong skills (literacy, reproductive health, drug awareness) and to strengthen the local NGOs working with these youth.

Contingency: Significant developments which would affect Mission strategy

Improved performance of the Jamaican economy is a "critical assumption" that underlies the Mission's entire strategy. GOJ agreement with international financial institutions and donors on a policy agenda (and debt rescheduling) may be essential to reversing Jamaica's continued economic decline, which adversely affects each of the Mission's strategic objectives. Moreover, the negative growth in the past three years follows a history of relatively poor performance. Over the past 25 years Jamaica's per capita GDP fell at an average annual rate of 0.7%, and Jamaica moved from being near the top of the CARICOM league to being second to last. In this context, Jamaica's growing crime -- resulting from an inability of the educational system to keep kids in school and provide a more trainable work force (secondary school enrollment is only 66%), and the inability of the economy to create new jobs -- serves as a further deterrent to private investment and growth.

The Mission recognizes the importance of macro-economic policy reform to achieve growth. The size of the available USAID budget, the country's hesitance and slow pace at implementing a policy framework that might yield optimum growth, and the country's apparent need to address important governance issues concerning efficiency, effectiveness, transparency and accountability are all deterrents to addressing this critical economic growth issue. A planned assessment of economic policy issues (and governance issues as they pertain to the development and implementation of sound economic policy) will help determine what, if any, USAID interventions may be feasible. In the meantime we will continue to promote greater public awareness and dialog on policy choices through the USAID-sponsored Eminent Speakers Program.

A second cross-cutting factor is the relatively weak institutional capacity of our NGO partners. This is particularly important given the importance of NGOs to the Mission's strategy. While several of these organizations have dynamic leaders and show great potential, many of these groups are new. Ultimately, their ability to become more cost-effective and efficient will determine the viability/sustainability of a number of USAID-funded initiatives.

Finally, mention should be made of other factors that could significantly affect individual strategic objectives. SO1 objectives require a strong GOJ's commitment to expand micro and small business lending and to work with the private sector to reduce "bureaucratic red tape". Achieving SO2 objectives will hinge on the GOJ's ability and commitment to enact and consistently enforce a host of regulatory, tax, and economic policies which would encourage natural resource conservation. SO3 results presume a GOH commitment to defining and supporting an adolescent reproductive health policy that will include introducing potentially controversial educational materials into schools. Finally, achieving SO4 results will require additional GOJ investments in education - which for the most part will need to come from efficiency savings. About 95 percent of the Education budget goes for salaries and administrative costs.

Summary of USAID-Assisted Achievements in 1998

SO1: Increased Employment in Targeted Micro and Small Business

- Over 2,949 loans were disbursed to microentrepreneurs exceeding the target by 90%.
- Micro lending delinquency rate at the Workers Bank was maintained at an average of 6.4%, which is commendable by industry standards.
- Export sales of assisted companies increased by approximately 26% over 1997.
- USAID assistance to reduce production/marketing constraints led to the Government of the Netherlands providing J\$10 million for expanded lending to small export companies by the Jamaica Exporters' Association

SO2: Improved Quality of Key Natural Resources in Selected Areas that are Both Environmentally and Economically Significant

- Seven environmental organizations moved from awareness and planning to implementation of field activities (e.g. eco-tourism, eco-enterprise, park cabin rentals, mooring buoy installations).
- Private sector-NGO partnerships were established through which private companies receive expert, low cost consultant services from NGOs who are able to implement activities and earn income.
- A voluntary user fee system for selected parks and protected areas was established.

S03: Improved Reproductive Health of Youth

- New legislation was passed for over the counter sale of oral contraceptives by pharmacies.
- The number of infectious (primary and secondary) syphilis cases decreased from 22.1 in 1997 to 19.4 in 1998 within the 15-19 age group.
- A mass media marketing communications campaign highlighting culturally sensitivity messages on STDs and the promotion of condom use was established.
- The fertility rate declined from 6.4 live births per woman in 1968 to 2.8 in 1997 and annual population growth rate decreased from 3% to 1%.
- Three hundred fifty (350) new non-traditional condom outlets were established island-wide.

SO4: Increased Literacy and Numeracy Among Jamaican Youth in Targeted Primary Schools

- 9 additional NGOs began providing packages of services in the areas of literacy and remedial education, vocational/technical skills training, personal and family development, and reproductive health to at-risk youths.
- With improved capacity through training, 6 additional NGOs are providing services to special populations such as pregnant teenagers and reformed drug addicts.
- Over 8,000 at risk youth are receiving services, exceeding the target of 7,100 which represents 75% of the program projection. 90% of the program graduates remain in or are re-instated in school.

II. Progress Toward Strategic Objectives in 1998

A. Strategic Objective 1: Increased Employment in Targeted Micro and Small Business

1. Summary

In response to Jamaica's deteriorating economy USAID undertook a comprehensive assessment of its economic growth strategic objective. The Mission reconfirmed that negative to low growth in the economy over the last several years largely results from severe structural problems still needing correction. These problems include macro economic policies that discourage increased investment, weak institutions (financial and non-financial) which support small and micro enterprises, the high cost of credit, low levels of training and the lack of incentives on the part of the government to foster small business development. A related issue is the negative impact of increasing crime and acts of violence which seriously undermine efforts to promote investment, employment, and growth. A consensus emerged that USAID could best help by implementing a program which focuses on the promotion of micro and small enterprises. Consequently, the SO1 portfolio is targeted to increase and enhance employment in support micro and small enterprises. This focus supports the commitment of the Summit of the Americas Initiative to promote micro and small businesses as an essential element in the development of Caribbean economies. This SO's ultimate customers include the thousands of individuals gaining employment in the enterprises that are assisted through USAID-supported programs, and those who live in communities which will be strengthened through the program.

2. Key Results

Three key intermediate results are necessary to achieve the strategic objective¹: IR1, expanded delivery of micro business support services; IR2, increased sales by small businesses in targeted niches; and IR3, improved investment climate and employment in targeted urban communities.

3. Performance and Prospects

Although performance at the SO level, i.e., the number of jobs created in assisted firms, fell slightly below the target, progress toward intermediate results were in general impressive, and the Mission believes SO 1 is on track. For results being supported by ongoing activities, targets were exceeded. For two new results--improved regulatory environment for businesses

¹See Annex 2. The proposed new IRs are: IR1 - improved business skills; IR2 - Reduced regulatory constraints, and IR3 Increased financing for small and microenterprise. A separate "inner city" (garrison community) special objective is also proposed.

(IR2.1) and increased investment and employment opportunities for in inner city communities (IR3)--activities were under design during the reporting period.

SO level accomplishments (Indicator: Number of jobs created in assisted firms)

During the reporting period, the total number of jobs in assisted firms increased slightly from the 1997 level, but fell short of the performance target. While the number of jobs created in microenterprises increased by 15 percent, jobs in supported small businesses declined or remained constant as a result of an economy-wide trend toward downsizing and streamlining operations. The introduction of computers and improved technology has, in some cases, resulted in less labor-intensive operations.

IR 1: Expanded delivery of micro business support services (Indicator: Number of businesses receiving services) The ongoing microenterprise development activity performed well over the past year despite a delay in the planned expansion of microenterprise financial services, and despite Jamaica's financial sector crisis. Its success has been multi-faceted. The nearly 3,000 loans disbursed exceeded the planned target by 90%. Totalling J\$56 million, the loans were disbursed to Jamaican microentrepreneurs who would not otherwise have been able to access credit (in direct support of IR1). The activity's strength is reflected in its proficiency in making available credit that meets practical needs, giving enterprises an incentive to expand. The credit is timely, i.e., loans are available within seven days of application, to meet immediate inventory and capital needs; second and third loans can be obtained immediately upon repayment of previous balances; and the credit is administered through local institutions and individuals familiar to the borrower, e.g., local post offices with which the clients are familiar. Further evidence of the program's effectiveness is its exceptionally low delinquency rate for repayment. At 6.4%, the delinquency rate in 1998 was far below the targeted 10% which reflects the accepted standard for a sound program. Adherence to standardized criteria in evaluating borrowers' applications, close monitoring of borrowers by loan officers and the promise of another loan upon repayment of the outstanding one are key factors of program success.

During the financial sector crisis, the microenterprise program was curtailed for a short time, as authorities evaluated the administering Workers Bank which was placed into receivership. The Financial Sector Adjustment Company (overseer) has licensed a new bank (Union Bank) to take over Workers Bank and the microenterprise portfolio. The Mission is also exploring other alternatives and expects this management issue to be resolved in the next six months. In the interim, lending activities are continuing under Union Bank. Assuming a satisfactory resolution, prospects remain good that planned performance targets will be achieved over the next 1-2 years even assuming no appreciable improvement in the policy environment.

In the coming year, USAID will build on the success of the microenterprise activity, expanding the program to provide non-financial services to 14,000 of its assisted

microenterprises. These business support services will include training and technical

assistance in the areas of product development, accounting, basic management skills and marketing.

IR 2: Increased sales by small businesses in targeted niches (Indicator: Sales by small businesses) The small business export development activity which provides technical assistance and credit to selected small export enterprises, likewise, exceeded its targets. Sales by assisted small businesses--in agro-processing, textiles and sewn products--exceeded the planned level by nearly 26% and increased by 18% from 1997. The activity's success can be attributed to its customized, one-on-one approach to technical assistance delivery. For each participating business, a personalized package of assistance is developed. The package typically includes in-firm assistance with business plan development, market information access, computerization and productivity tools to bolster operations and export sales.

To further assist small export businesses to expand their sales, the Mission plans to support a new activity that will address the many overlapping bureaucratic requirements and procedures which inhibit trade and investment. These problems appear to be most serious for smaller firms. The new activity in support of IR2 will focus on improving the enabling environment for small business through improved governance. Now under design, implementation is scheduled to begin in FY 2000.

The positive results mentioned above are largely attributable to USAID assistance. Apart from USAID, finance for microenterprises in the formal sector is available through only one other program sponsored by the Government of the Netherlands through which several financial institutions get capital to on-lend to microenterprises. Two other donor assisted programs make credit available to small businesses (larger than micro-enterprises), but they focus on finance for rural enterprises and agriculture related activities. Thus for nearly all of the microenterprises assisted by the USAID program, alternative sources of credit were either very limited or non-existent.

A new ESF-funded results package is being developed to help reduce crime and violence and create avenues for employment among inner city "garrison" youth (this activity now supports IR3, but the Mission is proposing it become a separate, special objective). This initiative is inspired by the recognition that poor unemployed youth are more easily drawn into illegal and criminal activities, and it is important to invest in these young individuals so that they can make their positive contributions to Jamaica. Assistance will be provided in the areas of: community relations; conflict resolution; assistance to NGOs for technical skill training, job preparation, job placement; and microenterprise support.

4. Possible Adjustments to Plans

In May 1999 the Mission will elaborate on the changes to SO1 and to the IRs shown in Annex 2. The changes represent a substantial modification to the structure of the results framework, but not to the substance of the program, i.e., the activities supporting the SO and IRs remain as before. The modified framework reflects a much clearer logic between the SO

and IRs.

5. Other Donor Programs

A number of other donors work in the area of economic growth, with a focus on small and microenterprise. These are the Inter-American Development Bank, the World Bank, the United Nations Development Program and the Government of the Netherlands. The Canadian Development Agency (CIDA) entered into a joint venture with the Bank of Nova Scotia and an inner city development company to offer loan services to three inner city communities on a pilot basis. Total funds for these activities approximate US \$205 million.

6. Principal Contractors, Grantees or Agencies

Current and potential grantees and contractors include Workers Bank, Financial Sector Adjustment Company, Jamaica Exporters Association, Planning Institute of Jamaica and the Ministry of Finance and Planning.

**PERFORMANCE DATA TABLE
STRATEGIC OBJECTIVE 1**

Strategic Objective 1: Increased employment in targeted micro and small businesses			
APPROVED: COUNTRY/ORGANIZATION: USAID/Jamaica			
RESULT NAME: SO1 Increased employment in targeted micro and small businesses			
INDICATOR: Number of jobs created			
UNIT OF MEASURE: Number of jobs created in assisted firms SOURCE: Workers Bank/Jamaica Exporters' Association (JEA) INDICATOR DESCRIPTION: The increase in the number of persons employed as a result of USAID assistance to the Workers Bank microenterprise program and the JEA's small business export development initiative. COMMENTS:	YEAR	PLANNED	ACTUAL
	1997(B)		1,360
	1998	1,496	1,391
	1999	1,530	
	2000	1,680	
	2001	1,850	

Strategic Objective 1: Increased employment in targeted micro and small businesses			
APPROVED: COUNTRY/ORGANIZATION: USAID/Jamaica			
RESULT NAME: 1.0 Expanded delivery of micro business support services			
INDICATOR: Number of businesses receiving services			
UNIT OF MEASURE: Number of loans disbursed per year - (a) males and (b) females SOURCE: Supported institution: Workers Bank INDICATOR DESCRIPTION: This indicator reflects access to formal credit (averaging US\$ 460.00 per loan) by microentrepreneurs, especially women. COMMENTS: Baseline indicators for 1996 reflect available data under the early phase of the microenterprise program which was implemented through two NGOs. The poor performance of the program resulted in a change of implementing agency to the Workers Bank. The 1997 data are based on actual performance of the program under Workers Bank. Beginning in 1999, the target numbers have been revised to reflect the fact that women account for a greater proportion of microentrepreneurs than men, and are receiving a substantially greater proportion of the loans. The creation of a new, independent micro financial institution which will take over the program beginning in 2000 is expected to have no appreciable impact on number of loans disbursed, i.e. the rate of increase will remain roughly as it has been.	YEAR	PLANNED	ACTUAL
	1996(B)	(a) 500 (b) 500	(a) 150 (b) 96
	1997	(a) 625 (b) 625	(a) 738 (b) 1,723
	1998	(a) 780 (b) 780	(a) 885 (b) 2,064
	1999	(a) 975 (b) 2,275	
	2000	(a) 1,350 (b) 3,150	
	2001	(a) 1,680 (b) 4,800	

Strategic Objective 1: Increased employment in targeted micro and small businesses				
APPROVED: COUNTRY/ORGANIZATION: USAID/Jamaica				
RESULT NAME: 2.0 Increased sales by small businesses in targeted niches				
INDICATOR: Sales by small businesses				
UNIT OF MEASURE: US Dollars (000s)		YEAR	PLANNED	ACTUAL
SOURCE: Jamaica Exporters’ Association (JEA)/Small Business Export Development Program (SBED)		1997(B)		11,087
		1998	11,087	13,931*
INDICATOR DESCRIPTION: Export sales from agro-processing, textiles and sewn products, although not limited to these areas. Indicator is a proxy for competitiveness of the targeted firms.		1999	16,578	
		2000		
		2001		
COMMENTS: * Includes actuals for January-September, and projected sales for October-December.				

B. Strategic Objective 2: Improved Quality of Key Natural Resources in Selected Areas That Are Both Environmentally and Economically Significant

1. Summary

The Mission's bilateral environmental program strives to reverse the trend of environmental degradation which threatens the fragile natural resource base on which Jamaica's tourism-, agriculture- and mining-based economy depends. Given the importance of tourism, in particular, as Jamaica's key foreign exchange earner, the program targets "ridge to reef" watershed areas in the island's four principal tourism destinations. The objective of the Mission's environmental program is to improve the quality of the natural resources within each area as reflected by improved water quality within the targeted watersheds. To achieve that result, SO2 activities focus on promoting the adoption and implementation of practices and policies that are proven to facilitate the sustainable management of natural resources. Improved quality of key natural resources will be measured by progress toward achieving targeted coliform and nutrient counts in the select watersheds, ultimately reaching levels that are safe for human and coral reef health. SO2 activities contribute directly to the Summit of the Americas' environmental objective of "guaranteeing sustainable development and conserving our natural environment for future generations."

SO2's ultimate customers include the 300,000 Jamaicans who live in the towns and watersheds near the targeted tourism areas, including the 28,000 people whose livelihoods depend directly on tourism in these areas. The conservation of Jamaica's biodiversity and economically valuable resources will ensure benefits for these Jamaicans and others far into the future. In the more immediate future, small entrepreneurs, e.g., hoteliers, will be assisted to improve the environmental management and cost efficiency of their operations, as demonstrated by environmental audits; and communities in protected area buffer zones will be assisted to develop alternative sources of income that do not negatively impact on the environment. An estimated 112,000 Jamaicans will benefit from improved wastewater management.

In addition to implementing a bilateral environmental program, the Mission is managing a limited regional environmental program which focuses on improving the Caribbean's capability in environmental and natural resource management and in disaster mitigation and preparedness. Its achievements in 1998 exceeded program performance targets with the number of regional institutions adopting and implementing USAID-supported environmental policies and practices increasing from 15 to 21. Among the policies/practices adopted, Dominica implemented a sanitary survey program and established an Environmental Division in the Ministry of Agriculture and Environment; St. Lucia adopted a sustainable tourism strategy; the Dominican Republic's Ministry of Natural Resources improved technological capabilities to develop coastal zone management plans; Grenada improved capability for beach sand mining and Anguilla which improved capabilities for sand dune assessment and rehabilitation. As of FY 2000, the regional environmental program will become an integral

component of the new Caribbean regional program. It will, therefore, be presented in greater detail within the upcoming regional strategy review.

2. Key Results

The three key intermediate results necessary to achieve this objective are increased adoption of environmentally sound practices; increased compliance with environmental regulation; and improved effectiveness of wastewater management.

3. Performance and Prospects

Overall, performance under this strategic objective has met expectations, as reflected by progress toward achievement of key intermediate results as detailed below.

IR 1.1 Increased Effectiveness of Environmental Organizations (Indicator: number of target organizations demonstrating tangible benefits to beneficiaries in field, i.e., activities on the ground) Mission progress toward moving environmental organizations from awareness and planning to actual field implementation exceeded expectations in 1998. Seven targeted organizations implemented field activities--twice the targeted number of three organizations. (See SO2 Performance Tables for a listing of organizations and activities.) The activities demonstrate capability, extend an understanding of environmentally sound practices to resource users and generate income for both private and non-governmental organizations. Progress toward achieving this lower level result, in turn, makes a significant contribution toward IR1, "increased adoption of environmentally sound practices." Having environmental organizations which can demonstrate the benefits of environmentally sound practices is a critical step toward motivating resource users to adopt those practices (IR1).

A further indication of the viability of the targeted environmental NGOs (ENGOS) is the partnerships established between the ENGOS and the private sector. For example, the private companies which recently assumed management of the Negril Royal Palm Reserve have solicited and are paying for consultant services from the Negril Environmental Protection Trust's environmental advisors. In Port Antonio, Dragon Bay Resort is negotiating a contract for consultant services from the Valley Hikes eco-tourism NGO to restore hiking trails on the resort's property. Through these partnerships, the ENGOS implement and earn income and the private sector receives expert, low cost services. USAID's contribution to achieving this result was substantial. In addition to supporting ENGOS' efforts to implement activities and to generate income independently, the expanded SO2 team took the lead in forming partnerships with the private sector and other international donors (European Union, the Netherlands) to co-fund ENGOS field activities.

IR2: Adoption of policies for improved environmental management (Indicator: Number of policies in place) In 1998, the Mission met its IR2 target of obtaining approval by the Natural Resource Conservation Authority (NRCA) for establishment of a voluntary user fee

system within select parks. Although the modified NRCA Act must be gazetted by Parliament before the system is formalized, establishment of the voluntary system is a significant step toward the financial viability of Jamaica's national parks. Adoption of a user fee policy is important because it will allow parks to generate and retain revenue to cover at least a portion of their costs. Given the GOJ's limited budget for the environment, it is unlikely that the parks will be able to carry out their mandate of managing and protecting the country's natural resources without such a mechanism. The Blue & John Crow Mountains National Park, in particular, offers an outstanding opportunity to demonstrate sustainable financing through the collection of entrance fees. A 1998 study conducted by the U.S. Forest Service concluded that these international tourists are willing to pay a US\$12 entrance fee. If the Park had collected that fee in 1994 and 1995, the study concludes, it would have received almost US\$500,000 each year. Collection of entrance fees is scheduled to begin in June. USAID's contribution to progress made to-date has been direct and substantial. The Mission hired legal consultants to assist the NRCA to write legal instructions to legalize user fees and to write drafting instructions to modify the NRCA Act, including a schedule of park entrance fees. USAID also facilitated the process which led NRCA clearance for a voluntary user fee system in selected protected areas.

Over the life of the SO, the Mission will support the adoption of five specific policies which will facilitate improved environmental management: a user fee policy for protected areas; privatization of wastewater treatment plants; pricing of potable water and waste water discharge; tax concessions for adoption of environmental management systems; and mandatory connection of private homes and businesses to public sewage systems.

IR 3.1: Improved operation and maintenance of wastewater treatment plants (Indicator: Number of trained wastewater plant operators and staff working in sewage treatment capacity in Jamaica) In 1998, 20 out of a targeted 15 wastewater plant operators and sewage treatment staff received training toward nationally recognized certification. This is a significant step toward improving the operation and maintenance (O & M) of Jamaica's wastewater treatment plants which have received marginal and declining attention from the National Water Commission (NWC). The poor O & M of these facilities is a major contributing factor to the toxicity of effluent which, when discharged into critical waterways, degrades coastal resources and threatens both health and the environment. In addition to assisting the NWC to complete a training needs assessment and design a training program to certify wastewater plant operators, USAID facilitated the establishment of an innovative private sector partnership management model which brings together GOJ, non-governmental and private sector interests in the Negril target site to formalize community and private sector involvement in the management and oversight of the area's wastewater system.

The Mission was instrumental in moving the GOJ towards a policy of public private sector partnership for wastewater management. Through our technical assistance contractors, we arranged a number of stakeholder meetings and facilitated the participation by key GOJ

policy makers and civil society leaders in numerous training opportunities to increase awareness of alternative wastewater management models involving private sector participation.

4. Possible Adjustments to Plans

As mentioned above, the Mission plans to refine the statement of IR 2 which was submitted in the FY2000 R4 as “Increased compliance with environmental regulations.” The proposed modification, “Adoption of policies for improved environmental management,” reflects a shift in emphasis from enforcement of regulations to enactment of policies that will provide incentives for the adoption of improved environmental practices/management.

5. Other Donor Programs

USAID is collaborating closely with other donors to maximize the use of resources. We are working jointly with the European Union (EU) to support NGO programs in marine park management and with the Netherlands Government to promote eco-tourism enterprises. The Inter-American Development Bank is supporting a program to improve natural resources management in selected watersheds by promoting profitable environmentally-friendly watershed management activities. The EU and the German government are supporting the policy reforms necessary to improve the efficiency of waste water management systems.

Principal Contractors, Grantees or Agencies: Current grantees include the GOJ's Natural Resources Conservation Authority and local NGOs, such as the Negril Environmental Protection Trust, Jamaica Conservation Development Trust, Portland Environmental Protection Agency. Technical assistance firms include Associates in Rural Development, Hagler Bailly Inc., and Technical Support Services.

PERFORMANCE DATA TABLE
STRATEGIC OBJECTIVE #2

Strategic Objective 2: Improved quality of key natural resources in selected areas that are both environmentally and economically significant			
APPROVED: COUNTRY/ORGANIZATION: USAID/Jamaica			
RESULT NAME: 1.1 Increased effectiveness of environmental organizations			
INDICATOR: Number of target organizations demonstrating tangible benefits to beneficiaries in the field (e.g., activities on the ground, trees planted, mooring buoys in place)			
UNIT OF MEASURE: Number of environmental NGOs, CBOs, and PSOs		YEAR	PLANNED ACTUAL
SOURCE: USAID field site visits		1998	3 7*
INDICATOR DESCRIPTION:		1999	8 -
COMMENTS: * The organizations include: <ul style="list-style-type: none"> - The Jamaica Conservation and Development Trust - (Blue & John Crow Mts. National Park) (Activities: Rental cabins, vegetation monitoring w/aerial photography) - Negril Coral Reef Preservation Society - (Negril Marine Park) (Activity: Coral reef, fecal cloriform & nutrient monitoring system) - The Guardsmen Group/Design Collaborative - (Negril Royal Palm Reserve) (Activity: Ecotourism- Joint implementation with Embassy of the Netherlands) - Negril Environmental Protection Trust (Activity: Consultant services for fee to hotels & private companies) - Portland Environmental Protection Association (Port Antonio) (Activities: Eco-tourism, eco-enterprises, agricultural extension) - Valley Hikes Organization (Port Antonio) (Activity: Eco-tourism, consultant services) - Port Royal/Palisadoes, (Lime Cay) (Activities: Mooring buoys, toilet, protected area road signs) 		2000	10 -
		2001	- -

Strategic Objective 2: Improved quality of key natural resources in selected areas that are both environmentally and economically significant				
APPROVED: COUNTRY/ORGANIZATION: USAID/Jamaica				
RESULT NAME: 2.0 Improved economic policies for environmentally sound practices/management.				
INDICATOR: Number of economic incentives in place				
UNIT OF MEASURE: Number		YEAR	PLANNED	ACTUAL
SOURCE: NRCA		1998	1	1
INDICATOR DESCRIPTION: Planned economic tools include: protected area user fees (e.g., park entrance fee, mooring buoy boat use), privatization of waste water treatment plants, pricing of potable and waste water, tax concessions for adoption of environmental management systems, and policy to make household and business connection to public sewage systems mandatory. The numbers in the table represent the cumulative target for each successive year.		1999	2	-
		2000	4	-
COMMENTS:		2001	5	

Strategic Objective 2: Improved quality of key natural resources in selected areas that are both environmentally and economically significant				
APPROVED: COUNTRY/ORGANIZATION: USAID/Jamaica				
RESULT NAME: 3.1 Improved operation and maintenance of wastewater treatment plants				
INDICATOR: Number of trained wastewater plant operators and staff working in sewage treatment capacity in Jamaica				
UNIT OF MEASURE: Number		YEAR	PLANNED	ACTUAL
SOURCE: CWIP and NWC reports		1998	15	20
INDICATOR DESCRIPTION: Sewage treatment personnel trained as part of a certification program to improve the technical competence in operation and maintenance of wastewater treatment plants. The numbers in the table represent the cumulative target for each successive year.		1999	50	-
		2000	80	-
		2001	110	-
COMMENTS: In 1998, twenty people received training as part of the certification program.				

C. Strategic Objective 3: Improved Reproductive Health of Youth

1. Summary

The SO3 strategy is designed to improve the reproductive health (RH) of young Jamaicans between 10 and 24 years of age. The Mission anticipates that this result will be reflected by a significant decrease in the rate of increase of HIV/AIDS and sexually transmitted infections (STIs) and an increase in the percentage of sexually active adolescents consistently using contraception. SO3 contributes directly to the Summit of the Americas Plan of Action, Initiative #17: Equitable Access to Basic Health Services.

Among SO3's targeted customers, young Jamaicans in the 10 to 24 years age group will benefit from nation-wide AIDS/HIV control and prevention interventions, while over 223,000 (or 90 percent) of the country's 10 to 19 year-olds will benefit from the new Adolescent Reproductive Health program to be implemented in 8 selected parishes through existing NGO programs, youth-friendly clinics and community-based organizations.

2. Key Results

To achieve SO3, interventions target three key intermediate results: increased use of RH and HIV/AIDS/STI prevention services (IR1); improved knowledge and skills in reproductive health, contraception and HIV/AIDS/STI prevention (IR2); and improved the national policy for reproductive health of youth (IR3).

3. Performance and Prospects

Based on progress as reflected by key SO level performance indicators and performance data on IR1 and IR2, the Mission believes SO3 is "on track".

SO-Level Accomplishments: Improved reproductive health of youth

USAID/Jamaica resources continued to strengthen the institutional capacity of the Ministry of Health (MOH)/Epidemiology Unit (EPI) to provide a comprehensive, decentralized approach to HIV/AIDs and STIs control and prevention. Surveillance and laboratory services--essential elements to facilitate/enhance prevention and control--are being improved with an HIV/AIDS/STI database tracking system and electronic linkages at regional and parish levels. This system provides a more accurate picture of the incidence of syphilis and HIV infection, disaggregated by age groups, and improves targeting of interventions and case follow-up. Consequently, there is prompt notification and counselling of clients, and better follow-up with client contacts to reduce HIV/AIDS/STI.

Indicator 1: Infectious (primary and secondary) syphilis cases

The number of infectious (primary and secondary) syphilis cases continued to decline for males and females with 2001 project target levels now fully achieved. The largest decline

was in the 15-19 year-olds where the rate decreased from 22.1 in 1997 to 19.4 in 1998. USAID and the MOH have revised planned targets for 1999 and beyond.

Indicator 2: HIV seroprevalence among STI clinic attenders

The goal is for the rate of increase in seroprevalence to be no greater than 1% per year. The performance indicator target for HIV seroprevalence (percent of STI clinic attenders HIV+ less than 11%) was met. However, 7.6% (1998) represents slightly more than a 1% increase from 1997 (6.4%)--and may in fact increase slightly when final data is collated. Data presently obtained through this sentinel surveillance system are not disaggregated by age groups. However, the EPI unit does collect annual numbers (incidence) of AIDs cases by age group. For the past three years the number of cases have remained relatively stable for the 15-19 and 20-24 age groups, ranging from 9-11 and 43-47, respectively.

**IR 1.1: Increased availability of reproductive health and HIV/AIDS/STI services
(Indicator: number of new non-traditional condom outlets)**

During this reporting period, 350 new non-traditional outlets have been set up island-wide. Anecdotal information regarding the places youth feel more comfortable in obtaining condoms point to the use of non-traditional outlets such as bars, NGOs, youth groups, and gas stations. Important linkages were also made with large wholesalers of condoms at the parish level. One wholesaler, with approximately 2,000 outlets (small shops, bars), agreed to distribute literature and provide space for condom advertising.

IR 2: Improved knowledge and skills in reproductive health, contraception and HIV/STI prevention--1998 performance data for this intermediate result are unavailable as they are largely collected through a national survey. However, there is some evidence of progress during the reporting period. Behavioral change communication interventions were targeted to high risk groups throughout the island such as youth groups, truckers, go-go dancers and commercial sex workers (CSW). The 50 program peer educators effectively utilized a variety of innovative approaches, including drama and video presentations, rap sessions with small groups and face to face discussions, to reach these groups. Other groups successfully initiated their own HIV/AIDS/STI awareness and prevention programs, including a major religious group which initiated community forums/interventions, the Jamaica Information Service Mobile Unit which included HIV/AIDS/STI education materials, and a school counsellor who started a HIV/AIDS/STI information corner in school. Similarly, the Ministry of Education's Family Life Education (FLE) program was strengthened with prototype behavioral change communication (BCC) materials developed for Grades 1 to 9. FLE materials will be used by school teachers and may also be used as the basis for a parent education program under SO4.

**IR 3: Improved national policy for reproductive health of youth
(Indicator: Legislation enacted by Parliament to make HIV a notifiable disease)**

A principal step in bringing about this notification legislation is the drafting of a Legal and Ethical Submission Paper, which has not occurred to date. Although a draft exists, it raises controversial policies (e.g. workplace policies, protection of rights of HIV+ individuals, etc.)

and the Minister of Health is requesting additional information prior to taking it to the House (Parliament) for consideration. The "drafters" of the paper are volunteers who make up the Legal and Ethical Subcommittee (under the National AIDS Committee) are said to be "demotivated" to carry this forward as they have received less than enthusiastic support for this effort in the political arena. Despite this, the MOH has taken a very proactive approach to ensure that they are notified, to the maximum extent possible, of HIV cases. This includes implementing both a passive and active public sector surveillance system, and drafting an Administrative Order under the Public Health Act requiring private physicians to notify on all HIV positive individuals.

Prospects for achieving performance targets through FY 2001 are good. Although the timing for the new institutional contractor for the Improved Reproductive Health for Youth SOAG is a concern, the Mission has taken steps to jump start some interventions using Global Bureau Field Support. Notwithstanding tremendous pressures to reduce health budget outlays, the MOH commitment to improving the reproductive health of women, especially among the adolescent population, appears strong. This commitment was advanced by a recent MOH evaluation of the reproductive health status of adolescents, which resulted in an initial draft of an MOH reproductive health strategic plan. The MOH, in collaboration with other government agencies, also drafted the National Plan of Action on Population and Development which includes a chapter on reproductive rights and reproductive health based on the tenets defined during the International Conference on Population and Development (ICPD) held in Cairo (1994).

4. Possible Adjustment to Plans

Proposed adjustments to the results framework are shown in Annex 2. The changes better reflect the logical relationship between increased use of reproductive health and HIV/STI services (IR level one) and lower level intermediate results related to access/availability, knowledge and skills, and appropriate policies. More detail, including a performance monitoring plan, will be provided in the Mission's strategy document which will be submitted in May.

5. Other Donor Programs

USAID is the major donor supporting programs to improve the reproductive health of youth and to control the spread of HIV/AIDS/STDs. The United Nations Family Planning Program (UNFPA), the only other donor at present implementing programs in adolescent reproductive health, has designed an approximately three-year \$780,000 project which will be implemented in three sites. USAID collaborates with the Government of Jamaica, the Pan American Health Organization and other bilateral donors such as the British, Germans and Dutch to maintain implementation coordination.

6. Principal Contractors, Grantees or Agencies

USAID implements its activities through the GOJ, U.S. and Jamaican private firms, and, where possible, Jamaican NGOs. U.S. firms which have assisted in program implementation include the Academy for Educational Development (AED), the Futures Group, Family Health International and Pathfinder, International. GOJ entities include the Ministry of Health (specifically, the Epidemiology Unit and the National Family Planning Board).

**PERFORMANCE DATA TABLE
STRATEGIC OBJECTIVE 3**

Strategic Objective 3: Improved Reproductive Health of Youth			
APPROVED:	COUNTRY/ORGANIZATION: USAID/Jamaica		
RESULT NAME: Improved Reproductive Health of Youth			
INDICATOR: Infectious (primary and secondary) syphilis incidence rate (15-24 years)			
UNIT OF MEASURE: Cases/100,000 population - (a) male and (b) female		YEAR	PLANNED
SOURCE: Ministry of Health/Epidemiology Unit		1987(B)	ACTUAL (a) 94.7 (b) 85.1
INDICATOR DESCRIPTION: Infectious (primary and secondary) syphilis are the contagious stages of syphilis. At the tertiary level it is only harmful to the individual and not his/her sexual partner.		1995	(a) 27.5 (b) 29.0
COMMENTS: This information is a consolidation of reports from all 13 STD clinics nationwide.		1996	(a) 20.3 (b) 21.1
Planned targets (1999-2001) reflect adjustments made by the MOH/Epidemiology Unit based on recently updated official population statistics from the Statistical Institute.		1997	(a) 20.0 (b) 20.8
1998 actual data is preliminary and may be revised when final figures are provided in April 1999.		1998	(a) 19.7 (b) 20.5
		1999	(a) 11.5 (b) 10.5
		2000	(a) 10.0 (b) 9.0
		2001	(a) 8.5 (b) 7.5

Strategic Objective 3 Improved Reproductive Health of Youth			
APPROVED: COUNTRY/ORGANIZATION: USAID/Jamaica			
RESULT NAME: Improved Reproductive Health of Youth			
INDICATOR: HIV Seroprevalence among STD clinic attenders			
UNIT OF MEASURE: Percentage of STD Clinic Attenders (representative sample)		YEAR	PLANNE D
SOURCE: Ministry of Health/Epidemiology Unit		1990 (B)	-
INDICATOR DESCRIPTION: Data is gathered through a sentinel surveillance system set up in three (highest HIV prevalence rates) of the 13 STD clinics in the island. Testing is done over a three month period selecting a sample size using the standard formula based on population and prevalence rates (95% confidence limits).		1995	8
COMMENTS:		1996	9
		1997	10
		1998	11
		1999	12
		2000	13
		2001	14

D.Strategic Objective 4: Increased Literacy and Numeracy Among Jamaican Youth in Targeted Primary Schools

1.Summary

Although near universal primary school enrollment rates have been attained, quality is poor - particularly in inner cities and rural areas. One third of all students in grade seven (first year of lower secondary school) read below a grade five level, and upper secondary enrollment (grades 10 and 11) is below 50 percent. The Mission's strategy for education is designed to improve literacy and numeracy among children aged 6 to 12 years in a limited number (72) of primary schools. Achievement of this objective will be reflected in the improved scores on standardized language and mathematics test by grade 3 and grade 6 students in the target schools. The ultimate customers of the Mission's education program are the target primary schools' 28,000 students, 1,900 teachers, 72 principals and 504 primary school board members and community representatives. This SO contributes to the Summit of the Americas Plan of Action, Initiative #16: Universal Access to Education.

2.Key Results

The strategy seeks to improve literacy and numeracy through the achievement of: improved quality of teaching (IR1); increased school attendance (IR2); improved school/parent/community involvement (IR3) and; improved management of schools (IR4).

3.Performance and Prospects

The New Horizons Activity (NHA), this SO's flagship activity, only began implementation in August 1998. Assessment of start up activities under that program, as well as progress under the on-going Uplifting Adolescents Project (UAP), lead the Mission to rate overall performance as being "on track".

This is the first full year for reporting progress under the new SO4 results framework which supports improved literacy and numeracy. Performance data are not yet available for NHA, and thus, the Mission is only able to report UAP performance in this year's R4. During the reporting period, the Institutional Contractor for NHA came on board and quickly initiated linkages with key partners, customers and interest groups. The Contractor also completed the selection of the 72 schools which will directly benefit from planned interventions.

The on-going Uplifting Adolescents Project (UAP), previously implemented under the Mission's former SO3 (Young Jamaicans Better Prepared for the 21st century), complements efforts under this SO. One of its principal objectives is to increase literacy and numeracy among "at-risk" youth who have abandoned the formal school system or are at risk of dropping out.

SO-Level Results: Increased literacy and numeracy

Indicator: Literacy rate for "at risk" youth in target population

This indicator applies to the UAP and measures the percentage of targeted youth (10-14 years of age) who are literate based on Jamaican Movement for Adult Literacy (JAMAL) test results. Data indicate a literacy rate of 58 percent--just slightly short of the targeted 60 percent--for youth who dropped out of school or are at-risk of dropping out of school.

IR: NGOs strengthened to work with at-risk youth (Indicator: Number of NGOs delivering services to at risk youth) The strengthening of NGOs under UAP has contributed to IR3 (Improved school/parent/community involvement). The program exceeded targets for this indicator, with nine NGOs (out of a targeted 7) now delivering services to youth at-risk of dropping out of school or have dropped out, and 5 NGOs (target: 4) providing services to special populations such as pregnant teenagers and reformed drug addicts. Notable progress was also made in the numbers of youth reached by the NGOs. In 1997 the NGOs delivered services to 3,000 youth (10-14 years, and up to 18 years among the "special populations"); in 1998 the NGOs reached 8,223 youth (representing 75% of the life of project target) exceeding the projected target of 7,100 adolescents.

One of the major thrusts of the UAP is to strengthen NGOs to deliver a package of services to "at-risk" youth. Although this package of services includes activities to address health and self-esteem issues as well as vocational education, the focus of most interventions is to increase literacy through remedial education. The ultimate goal is to get these "at-risk" youth back into school and to prevent those who are at-risk from dropping out.

Reproductive health activities supported the "special population" of pregnant teens to continue their education through pregnancy, and then to re-enter the formal educational system. During the reporting period some 2,002 young women were assisted in the program and the majority have returned to school. A recent tracer study of 200 program graduates revealed that 98 percent of the participants believe that the NGOs' assistance in areas such as reading/writing/spelling; advice/counseling; and developing self esteem helped them to either remain in or obtain re-instatement in school.

The administrative and technical capacities of the NGOs were also strengthened during the reporting period. Training included such topics as: preparation of project proposals, financial and grant management, improving administrative procedures and strategic planning. There is evidence that this training is increasing the potential for sustainability of these NGOs and their programs after USAID funding stops. A noteworthy example of this is the success of three NGOs in obtaining financing from the Jamaica Social Investment fund.

Prospects for achieving performance targets through FY 2001 are good (see Annex 2). The institutional contractor for the NHA is now on board and making good progress. Furthermore, the policy environment to support revision/strengthening of the educational system is arguably more open to change than at any time in the past. Although financing is a

major challenge, the GOJ is clearly committed to universalizing secondary education while improving quality throughout the system. One example of this is the GOJ's recently announced policy designed to put an end to "automatic promotions" which have moved children through public schools without ensuring that they have the requisite skills.

4.Possible Adjustments to Plans

The SO4 results framework will be revised to integrate the contribution of UAP in recognition of the importance of addressing the literacy and numeracy needs of those youth who are not reached by the formal education system. As a result, proposed changes include (1) revision of the SO to read "Increased literacy and numeracy among targeted Jamaican youth" and (2) the addition of an indicator at the SO level, as well as another IR, to reflect UAP's contribution to the SO.

5.Other Donor Programs

IDB is a major donor supporting improvements in primary education. It has helped establish libraries in more than 100 primary schools, refurbished more than 42 primary schools, and revised the language arts curriculum for primary schools. In 1999, the British donor agency, Department for Foreign and International Development (DFID), will initiate a 5-year in-service teacher education program in 100 primary schools complementing the 72 being supported under the USAID program. Other major donors include the World Bank, which continues to focus on secondary education and may initiate a program in early childhood development (for children ages 4-5), and UNICEF which is also working in early childhood development.

6.Principal Contractors, Grantees or Agencies

Current contractors include: Development Associates Incorporated and Juárez and Associates Incorporated. Other development partners include the Ministry of Education and Culture, The Youth Unit of the Ministry of Local Government, Youth and Community Development, and local NGOs.

PERFORMANCE DATA TABLE STRATEGIC OBJECTIVE 4

Strategic Objective 4: Increased literacy and numeracy among Jamaican youth in targeted primary schools					
APPROVED: COUNTRY/ORGANIZATION: USAID/Jamaica					
RESULT NAME: Increased literacy and numeracy among Jamaican youth in targeted primary schools					
INDICATOR: Literacy rate for “at risk” youth in targeted population					
UNIT OF MEASURE: Percentage (%) of targeted youths who are literate (a) youth who dropped out or, are “at-risk” of dropping out of school, and (b) percentage of special “at-risk” youths, such as pregnant teenagers and reformed drug addicts.		YEAR	PLANNED		ACTUAL
			LITERACY		
			(a)	(b)	(a) (b)
		1997(B)			46.1 -
		1998	60	-	58 34*
		1999	60	36	
		2000	64	40	
INDICATOR DESCRIPTION: Targeted population includes youths who receive UAP remedial education to improve their level of literacy. The youngster is considered literate if s/he achieves a passing score on the JAMAL grade four level literacy test.					
COMMENTS: Please note that the data for this indicator are based on the high risk population served by the NGOs in the UAP program, and in no way represent the situation in the general Jamaican population.					
* Baseline data for the special “at-risk” population.					

Strategic Objective 4: Increased literacy and numeracy among Jamaican youth in targeted primary schools					
APPROVED: COUNTRY/ORGANIZATION: USAID/Jamaica					
RESULT NAME: Non-government organizations (NGOs) strengthened to work with “at - risk” youths					
INDICATOR: Number of NGOs delivering services to at risk youth					
UNIT OF MEASURE: Number NGOs - (a) delivering packages of service to youth “at-risk” of dropping out or, have dropped out of school and, (b) special population of youth such as: pregnant teenagers, reformed drug addicts.		YEAR	PLANNED		ACTUAL
			(a)	(b)	(a) (b)
SOURCE: Uplifting Adolescents Project (UAP)		1996 (B)	0	0	0 0
INDICATOR DESCRIPTION: NGOs have been trained under the UAP and are being monitored in the delivery of services in literacy and remedial education, vocational and technical education, personal and family development and reproductive health, to “at-risk” youth. The youngster is considered literate if s/he achieves a passing score on the JAMAL grade four literacy test.		1997	3	2	11 4
		1998	7	4	9 5
		1999	9	5	
COMMENTS:		2000	10	5	
No NGOs were delivering the package of services under the UAP in 1996, so the baseline was 0.					

III. Resource Requirements

A. Financial Plan

USAID/Jamaica's program resource request is summarized in Table 1 below. This request is based upon strategic objective team strategies and results frameworks which are now being finalized. Prospects for achieving each of these strategic objectives depend on adequate program funding levels over a five-year strategic planning period (FY1999 to FY2004), along with adequate OE and workforce levels to enable the Mission to carry out implement its staff reorganization plan and training with minimal program disruption.

Based on our LABS analysis, the projected (end of FY2001) pipelines will be sufficient to fund 7-8 months of SO1 and SO3 program operations. However, funding levels are tighter for SO4 and SO2, and projected pipelines low in relation to LAC Bureau forward funding guidelines. In addition to LAC/DPB's restoring \$400,000 in additional basic education funds (as FY98 carryover) the Mission will also need FY2000 and FY2001 levels of \$1.5 million respectively if it is to proceed with the New Horizons and Uplifting Adolescents Program.

Table 1: Summary of Program Funding Request

<u>Strategic Objective/Special Objective</u>	<u>Account</u>	<u>FY 1999</u>	<u>FY2000</u>	<u>FY2001</u>
SO1 Economic Growth	DA	\$1,950 ²	\$2,500	\$2,500
SO2 Environment	DA	\$3,063	\$2,985	\$2,985
SO3 Adolescent Reprod. Health	DA	\$2,707 ³	\$2,775	\$3,775
SO4 Basic Education	DA	\$2,226 ⁴	\$2,500	\$1,500
Special Objective Inner City	ESF	0	\$1,500	\$1,500
Sub Total	DA	\$9,946 ⁵	\$10,760 ⁴	\$10,760 ⁴
Total		\$9,946	\$12,260	\$12,260

As discussed in the Transmittal Memo, the Mission will submit a new five-year bilateral strategic plan covering the FY00 to FY05 period in May. USAID/W approval of this new strategy is critical to providing the Mission Director the necessary authority (provided in ADS 103.5) to approve and implement strategic and special objectives and other

² Includes \$450,000 microenterprise earmark and \$1,338,000 other growth

³ Includes \$1,500,000 AIDS, \$700,000 other health, \$507,000 pop (of which \$296,000 is for Global Field Support)

⁴ Includes \$400,000 in FY98, BEd carryover, \$1,026,000 in FY99 BEd, \$200,000 AIDS and \$600,000 POP funds

⁵ Includes PDS allocated to the SOs

implementation documents now being designed. USAID/Jamaica has responded to all suggestions made in the June 1998 DAEC review, except for submission of a performance monitoring plan (98 State 153730). The performance monitoring plan will be included in our strategic plan document which we will be submitting to USAID/W when we submit our Caribbean Regional Program strategic plan (May 15th). It should also be noted that the strategic planning period for both our bilateral and Caribbean Regional programs will be identical (FY00 to FY05).

B. Global Field Support

The Mission is transferring \$296,000 of its FY1999 POP funds for Global Field Support (and at the same time reprogramming \$394,000 of the unspent prior year Global Field Support funds) to support SO-3. In addition, the Global Bureau has received \$150,000 in Mission FY1999 funds to support Parks in Peril program activities in Jamaica. Naturally, we consider all of these Mission-funded Global Field Support activities to be a high priority.

C. Workforce and OE

USAID/Jamaica has complied with the requirement to straight-line its budget to meet its target levels in all three years. At these levels, however, the Mission has virtually no discretionary funds to cover training, travel or NXP procurement costs in FYs 2000 and 2001. From these figures, it is apparent to us that the Bureau determined its targets based on a percentage reduction from FY 98 levels. If this is, in fact, the case, USAID/Jamaica has been unfairly disadvantaged by the dramatic shift in its staffing profile from primarily singles and couples to four-person families. Taking into consideration the educational and transportation costs associated with this increase in the number of dependents, the impact on the Mission's OE budget is significant.

In addition, the Mission is engaged in a massive realignment/reorganization exercise designed to correct major systemic problems in its personnel/classification system and to incorporate the Caribbean Regional Program. All position descriptions (PDs) are being written to reflect the duties and responsibilities of the new jobs, each of these will then be classified, and all positions will be openly competed. This exercise is scheduled to be completed by the end of FY 99. Although it is expected that a significant portion of the current staff will be successful in competing for these new positions, training requirements for FYs 2000 and 2001 will be critical to maximize the productivity and efficiency of this new workforce. Technical training (i.e., Results Package Design, Activity Implementation, and Managing for Results) has been all but non-existent in this Mission over the last two years.

In addition, the amount of money available to cover the Mission's bilateral travel is insufficient to adequately monitor project implementation and the achievement of results. Non-expendable property procurement has been deferred year after year. The impact of further deferment in this area would be devastating. Residential furniture for the most part is poor and the majority of residential appliances are over 8 years old. Office furniture and

equipment is in similar condition. It is absolutely essential that the Mission initiate a cyclical procurement plan immediately to correct years or neglect.

A more detailed discussion of the issues impacting USAID/Jamaica's OE budget will be submitted in a separate memo to the Assistant Administrator for LAC.

The request levels reflected in the Mission's FY 2000 and 2001 budgets include "plus ups" to cover the increased requirements in the line items mentioned above for the bilateral program only. They do not reflect any increases resulting from the Mission's new Caribbean Regional Program. Those increases will be discussed in detail in the Strategic Plan for the Mission's Caribbean Regional Program to be submitted May 15.

Org End of year On-Board								Total							Total	Total
FY 1999 Estimate	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire	1	1	1	0	0	0	0	3	1	1	1	0	0	3	6	9
Other U.S. Citizens	0	0	0	0	0	0	0	0	0	0	1	1	0	1	3	3
FSN/TCN Direct Hire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other FSN/TCN	1	1	1	0	0	0	0	3	2	13	27	2	0	5	49	52
Subtotal	2	2	2	0	0	0	0	6	3	14	29	3	0	9	58	64
Program Funded 1/																
U.S. Citizens	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FSNs/TCNs	4	5	2	2	0	0	0	13	0	0	0	0	0	0	0	13
Subtotal	4	5	2	2	0	0	0	13	0	0	0	0	0	0	0	13
Total Direct Workforce	6	7	4	2	0	0	0	19	3	14	29	3	0	9	58	77
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fellows		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IDs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	6	7	4	2	0	0	0	19	3	14	29	3	0	9	58	77

	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
FY 2000 Target																
OE Funded: 1/																
U.S. Direct Hire	1	1	1	0	0	0	0	3	1	1	1	0	0	3	6	9
Other U.S. Citizens	0	0	0	0	0	0	0	0	0	0	1	1	0	1	3	3
FSN/TCN Direct Hire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other FSN/TCN	0	0	0	0	0	0	0	0	2	13	27	2	0	5	49	49
Subtotal	1	1	1	0	0	0	0	3	3	14	29	3	0	9	58	61
Program Funded 1/																
U.S. Citizens	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FSNs/TCNs	5	6	3	2	0	0	0	16	0	0	0	0	0	0	0	16
Subtotal	5	6	3	2	0	0	0	16	0	0	0	0	0	0	0	16
Total Direct Workforce	6	7	4	2	0	0	0	19	3	14	29	3	0	9	58	77
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IDIs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	6	7	4	2	0	0	0	19	3	14	29	3	0	9	58	77

FY 2000 Request																
OE Funded: 1/ U.S. Direct Hire	1	1	1	0	0	0	0	3	1	1	1	0	0	3	6	9
Other U.S. Citizens	0	0	0	0	0	0	0	0	0	0	1	1	0	1	3	3
FSN/TCN Direct Hire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other FSN/TCN	1	1	1	0	0	0	0	3	2	13	27	2	0	5	49	52
Subtotal	2	2	2	0	0	0	0	6	3	14	29	3	0	9	58	64
Program Funded 1/ U.S. Citizens	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FSNs/TCNs	5	6	3	2	0	0	0	13	0	0	0	0	0	0	0	13
Subtotal	4	5	2	2	0	0	0	13	0	0	0	0	0	0	0	13
Total Direct Workforce	6	7	4	2	0	0	0	19	3	14	29	3	0	9	58	77
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IDIs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	6	7	4	2	0	0	0	19	3	14	29	3	0	9	58	77

Org End of year On-Board								Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
FY 2001 Target	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
OE Funded: 1/																
U.S. Direct Hire	1	1	1	0	0	0	0	3	1	1	1	0	0	3	6	9
Other U.S. Citizens	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1
FSN/TCN Direct Hire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other FSN/TCN	0	0	0	0	0	0	0	0	2	13	27	2	0	5	49	49
Subtotal	1	1	1	0	0	0	0	3	3	14	28	2	0	9	56	59
Program Funded 1/																
U.S. Citizens	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FSNs/TCNs	5	6	3	2	0	0	0	16	0	0	0	0	0	0	0	16
Subtotal	5	6	3	2	0	0	0	16	0	0	0	0	0	0	0	16
Total Direct Workforce	6	7	4	2	0	0	0	19	3	14	28	2	0	9	56	75
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IDIs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	6	7	4	2	0	0	0	19	3	14	28	2	0	9	56	75

FY 2001 Request																
OE Funded: 1/																
U.S. Direct Hire	1	1	1	0	0	0	0	3	1	1	1	0	0	3	6	9
Other U.S. Citizens	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1
FSN/TCN Direct Hire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other FSN/TCN	1	1	1	0	0	0	0	3	2	13	27	2	0	5	49	52
Subtotal	2	2	2	0	0	0	0	6	3	14	28	2	0	9	56	62
Program Funded 1/																
U.S. Citizens	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FSNs/TCNs	4	5	2	2	0	0	0	13		0	0	0	0	0	0	13
Subtotal	4	5	2	2	0	0	0	13	0	0	0	0	0	0	0	13
Total Direct Workforce	6	7	4	2	0	0	0	19	3	14	28	2	0	9	56	75
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fellows	0	0		0	0	0	0	0	0	0	0	0	0	0	0	0
IDIs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	6	7	4	2	0	0	0	19	3	14	28	2	0	9	56	75

Operating Expense

Org. Title: USAID/Kingston		Overseas Mission Budgets														
Org. No: 532		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total

Operating Expense

Org. Title: USAID/Kingston Org. No: 532 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH		148.2	148.2			0			0			0			0
	Subtotal OC 11.1	0	148.2	148.2	0	0	0	0	0	0	0	0	0	0	0	0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0			0			0			0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0			0			0			0			0
11.5	FNDH			0			0			0			0			0
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	279.8		279.8	261.9		261.9	261.9		261.9	269.6		269.6	269.6		269.6
11.8	FN PSC Salaries	54.3	951.7	1006	762.3	219.5	981.8	810.1	219.5	1029.6	1023.6		1023.6	1073.8		1073.8
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0			0			0
	Subtotal OC 11.8	334.1	951.7	1285.8	1024.2	219.5	1243.7	1072	219.5	1291.5	1293.2	0	1293.2	1343.4	0	1343.4
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	81		81	72		72	72		72	72		72	72		72
12.1	Cost of Living Allowances	35		35	35		35	35		35	40		40	30		30
12.1	Home Service Transfer Allowances	2.1		2.1	0.7		0.7	0.7		0.7	0.7		0.7	0.7		0.7
12.1	Quarters Allowances			0			0			0			0			0
12.1	Other Misc. USDH Benefits	6.8		6.8	6.8		6.8	6.8		6.8	6.8		6.8	6.8		6.8
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH			0			0			0			0			0
12.1	Other FNDH Benefits		30.7	30.7			0			0			0			0
12.1	US PSC Benefits			0			0			0			0			0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC			0			0			0			0			0
12.1	Other FN PSC Benefits	14	192.3	206.3	14	211.9	225.9	14	211.9	225.9	258.7		258.7	277		277
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0			0			0
	Subtotal OC 12.1	138.9	223	361.9	128.5	211.9	340.4	128.5	211.9	340.4	378.2	0	378.2	386.5	0	386.5
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH		12.1	12.1			0			0			0			0
13.0	Other Benefits for Former Personnel - FNDH			0			0			0			0			0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs		212.9	212.9			0			0			0			0
13.0	Other Benefits for Former Personnel - FN PSCs			0			0			0			0			0
	Subtotal OC 13.0	0	225	225	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	35		35	40		40	50		50	40		40	50		50
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

Operating Expense

Org. Title: USAID/Kingston Org. No: 532 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21.0	Post Assignment Travel - to field	3.6		3.6	1.6		1.6	1.6		1.6			0			0
21.0	Assignment to Washington Travel			0			0			0			0			0
21.0	Home Leave Travel	6.2		6.2	14.2		14.2	14.2		14.2	11.6		11.6	11.6		11.6
21.0	R & R Travel	6.4		6.4	5.2		5.2	5.2		5.2	5.2		5.2	5.2		5.2
21.0	Education Travel			0			0			0			0			0
21.0	Evacuation Travel			0			0			0			0			0
21.0	Retirement Travel			0			0			0			0			0
21.0	Pre-Employment Invitational Travel			0			0			0			0			0
21.0	Other Mandatory/Statutory Travel	13.2		13.2	13.2		13.2	13.2		13.2	13.2		13.2	13.2		13.2
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	25		25	27.4		27.4	27.4		27.4	20.2		20.2	20.2		20.2
21.0	Site Visits - Mission Personnel		20.6	20.6		20	20		20	20	29		29	29		29
21.0	Conferences/Seminars/Meetings/Retreats	25		25	25.7		25.7	25.7		25.7	30		30	30		30
21.0	Assessment Travel	20		20			0			0			0			0
21.0	Impact Evaluation Travel			0			0			0			0			0
21.0	Disaster Travel (to respond to specific disasters)			0			0			0			0			0
21.0	Recruitment Travel			0			0			0			0			0
21.0	Other Operational Travel	51.2		51.2	41.1		41.1	41.1		41.1	50		50	60		60
	Subtotal OC 21.0	185.6	20.6	206.2	168.4	20	188.4	178.4	20	198.4	199.2	0	199.2	219.2	0	219.2
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	71.1		71.1	37.2		37.2	37.2		37.2			0			0
22.0	Home Leave Freight	5.2		5.2	15.2		15.2	15.2		15.2	9.3		9.3	9.3		9.3
22.0	Retirement Freight			0			0			0			0			0
22.0	Transportation/Freight for Office Furniture/Equip.			0			0			0			0			0
22.0	Transportation/Freight for Res. Furniture/Equip.			0			0			0			0			0
	Subtotal OC 22.0	76.3	0	76.3	52.4	0	52.4	52.4	0	52.4	9.3	0	9.3	9.3	0	9.3
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	8.3		8.3	16.6		16.6	16.6		16.6	16.6		16.6	16.6		16.6
23.2	Rental Payments to Others - Warehouse Space			0			0			0			0			0
23.2	Rental Payments to Others - Residences	457.6		457.6	396.6		396.6	396.6		396.6	396.6		396.6	396.6		396.6
	Subtotal OC 23.2	465.9	0	465.9	413.2	0	413.2	413.2	0	413.2	413.2	0	413.2	413.2	0	413.2
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities		67.9	67.9		69.7	69.7		69.7	69.7	63		63	63		63
23.3	Residential Utilities	16.8	30.6	47.4		46.2	46.2		46.2	46.2	46.4		46.4	46.4		46.4
23.3	Telephone Costs	13	34.7	47.7	13	33.1	46.1	13	33.1	46.1	44.5		44.5	44.5		44.5
23.3	ADP Software Leases			0			0			0			0			0
23.3	ADP Hardware Lease			0			0			0			0			0
23.3	Commercial Time Sharing			0			0			0			0			0
23.3	Postal Fees (Other than APO Mail)			0			0			0			0			0
23.3	Other Mail Service Costs			0			0			0			0			0
23.3	Courier Services		3.2	3.2		2.3	2.3		2.3	2.3	2.2		2.2	2.2		2.2
	Subtotal OC 23.3	29.8	136.4	166.2	13	151.3	164.3	13	151.3	164.3	156.1	0	156.1	156.1	0	156.1
24.0	Printing and Reproduction		2.6	2.6		2.6	2.6		2.6	2.6	2.6		2.6	2.6		2.6
	Subtotal OC 24.0	0	2.6	2.6	0	2.6	2.6	0	2.6	2.6	2.6	0	2.6	2.6	0	2.6

Operating Expense

Org. Title: USAID/Kingston Org. No: 532 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0			0			0			0			0
25.1	Management & Professional Support Services		25	25			0			0			0			0
25.1	Engineering & Technical Services			0			0			0			0			0
	Subtotal OC 25.1	0	25	25	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	68		68	68		68	68		68	68		68	68		68
25.2	Residential Security Guard Services	220		220	225		225	225		225	230		230	230		230
25.2	Official Residential Expenses	6.8		6.8	6.8		6.8	6.8		6.8	6.8		6.8	6.8		6.8
25.2	Representation Allowances	1		1	1		1	1		1	1		1	1		1
25.2	Non-Federal Audits			0			0			0			0			0
25.2	Grievances/Investigations			0			0			0			0			0
25.2	Insurance and Vehicle Registration Fees		6.1	6.1		5.9	5.9		5.9	5.9	5		5	5		5
25.2	Vehicle Rental			0			0			0			0			0
25.2	Manpower Contracts		257	257			0			0			0			0
25.2	Records Declassification & Other Records Services			0			0			0			0			0
25.2	Recruiting activities			0			0			0			0			0
25.2	Penalty Interest Payments			0			0			0			0			0
25.2	Other Miscellaneous Services		36.6	36.6		24.4	24.4		24.4	24.4	18.4		18.4	18.4		18.4
25.2	Staff training contracts			0	44		44	100		100			0	25		25
25.2	ADP related contracts			0			0			0			0			0
	Subtotal OC 25.2	295.8	299.7	595.5	344.8	30.3	375.1	400.8	30.3	431.1	329.2	0	329.2	354.2	0	354.2
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	55.6		55.6	56		56	56		56	56		56	56		56
25.3	All Other Services from Other Gov't. accounts			0			0			0			0			0
	Subtotal OC 25.3	55.6	0	55.6	56	0	56	56	0	56	56	0	56	56	0	56
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	10		10	10		10	10		10	10		10	10		10
25.4	Residential Building Maintenance		203.2	203.2		3.2	3.2		3.2	3.2	3.2		3.2	3.2		3.2
	Subtotal OC 25.4	10	203.2	213.2	0	13.2	13.2	0	13.2	13.2	13.2	0	13.2	13.2	0	13.2
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs			0			0			0			0			0
25.7	Storage Services			0			0			0			0			0
25.7	Office Furniture/Equip. Repair and Maintenance			0			0			0			0			0
25.7	Vehicle Repair and Maintenance		10.3	10.3		10.7	10.7		10.7	10.7	10.3		10.3	10.3		10.3
25.7	Residential Furniture/Equip. Repair and Maintenance			0			0			0			0			0
	Subtotal OC 25.7	0	10.3	10.3	0	10.7	10.7	0	10.7	10.7	10.3	0	10.3	10.3	0	10.3
25.8	Subsistence & spt. of persons (by contract or Gov't.)			0			0			0			0			0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26.0	Supplies and materials		54	54		48	48		60	60	50		50	50		50
	Subtotal OC 26.0	0	54	54	0	48	48	0	60	60	50	0	50	50	0	50

Operating Expense

Org. Title: USAID/Kingston Org. No: 532 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.		100.1	100.1			0			0			0			0
31.0	Purchase of Office Furniture/Equip.	22		22			0	50		50			0	50		50
31.0	Purchase of Vehicles			0			0			0			0			0
31.0	Purchase of Printing/Graphics Equipment			0			0			0			0			0
31.0	ADP Hardware purchases			0		12	12			0	9.5		9.5	9.5		9.5
31.0	ADP Software purchases	6		6			0			0			0			0
Subtotal OC 31.0		28	100.3	128.1	0	12	12	50	0	50	9.5	0	9.5	59.5	0	59.5
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)			0			0			0			0			0
32.0	Purchase of fixed equipment for buildings			0			0			0			0			0
32.0	Building Renovations/Alterations - Office			0			0			0			0			0
32.0	Building Renovations/Alterations - Residential			0			0			0			0			0
Subtotal OC 32.0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
42.0	Claims and indemnities			0			0			0			0			0
Subtotal OC 42.0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		1620	2400	4019.8	2200.5	719.5	2920	2364.3	719.5	3083.8	2920	0	2920	3073.5	0	3073.5

Additional Mandatory Information

Dollars Used for Local Currency Purchases

Exchange Rate Used in Computations

_____ 38.05

_____ 39

_____ 39

425

_____ 40

425

_____ 40

** If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.
On that form, OE funded deposits must equal:

0

0

0

0

0

FY 1999 Budget Request by Program/Country

17-Mar-99
02:54 PM

Program/Country:
Approp Acct: DA/CSD
Scenario

S.O. # : Title		FY 1999 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 99
	Bilateral/ Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G		
SO 1: Increased Employment in Targeted Micro and Small Business																
	Bilateral	1950	450		1500										1839	3718
	Field Spt	0														
		1,950	450	0	1,500	0	0	0	0	0	0	0	0	0	1,839	3,718
SO 2: Improved Quality of Key Natural Resources in Selected Areas that are both Enviromentally and Economically Significant																
	Bilateral	3063											3063		3932	1837
	Field Spt	0														
		3,063	0	0	0	0	0	0	0	0	0	0	3,063	0	3,932	1,837
SO 3: Improved Reproductive Health of Youth																
	Bilateral	2411					700	211			1500				2042	4757
	Field Spt	296						296								
		2,707	0	0	0	0	700	507	0	0	1,500	0	0	0	2,042	4,757
SO 4: Increased Literacy and Numeracy among Targeted Jamaican Youth																
	Bilateral	2226				1426		600			200				3870	1902
	Field Spt	0														
		2,226	0	0	0	1,426	0	600	0	0	200	0	0	0	3,870	1,902
SO 5: Special Objective - Inner City Program																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6: Caribbean Regional Program																
	Bilateral	800			0								800			
	Field Spt	0														
		800	0	0	0	0	0	0	0	0	0	0	800	0	0	0
SO 7:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		10,450	450	0	1,500	1,426	700	811	0	0	1,700	0	3,863	0	11,683	12,214
Total Field Support		296	0	0	0	0	0	296	0	0	0	0	0	0	0	0
TOTAL PROGRAM		10,746	450	0	1,500	1,426	700	1,107	0	0	1,700	0	3,863	0	11,683	12,214

FY 99 Request Agency Goal Totals	
Econ Growth	1,950
Democracy	0
HCD	2,126
PHN	4,933
Environment	3,863
Program ICASS	0
GCC (from all Goals)	0

FY 99 Account Distribution (DA only)	
Dev. Assist Program	10746
Dev. Assist ICASS	
Dev. Assist Total:	10746
CSD Program	0
CSD ICASS	
CSD Total:	0

Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2000 Budget Request by Program/Country

17-Mar-99
02:54 PM

Program/Country:
Approp Acct: DA/CSD
Scenario

S.O. # , Title		FY 2000 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 00
	Bilateral/Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G		
SO 1: Increased Employment in Targeted Micro and Small Business																Year of Final Obligation
	Bilateral	2500	1000		1500										2500	3718
	Field Spt	0														
		2,500	1,000	0	1,500	0	0	0	0	0	0	0	0	0	2,500	3,718
SO 2: Improved Quality of Key Natural Resources in Selected Areas that are both environmentally and Economically Significant																Year of Final Obligation
	Bilateral	2985											2985		3750	1072
	Field Spt	0														
		2,985	0	0	0	0	0	0	0	0	0	0	2,985	0	3,750	1,072
SO 3: Improved reproductive Health of Youth																Year of Final Obligation
	Bilateral	2275						650		0	1600	25			3900	3632
	Field Spt	500						500								
		2,775	0	0	0	0	0	1,150	0	0	1,600	25	0	0	3,900	3,632
SO 4: Increased Literacy and Numeracy among Targeted Jamaican Youth																Year of Final Obligation
	Bilateral	2500				1500		800			200				3500	902
	Field Spt	0														
		2,500	0	0	0	1,500	0	800	0	0	200	0	0	0	3,500	902
SO 5: Special Objective - Inner City Program																Year of Final Obligation
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6: Caribbean Regional Program																Year of Final Obligation
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:																Year of Final Obligation
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:																Year of Final Obligation
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		10,260	1,000	0	1,500	1,500	0	1,450	0	0	1,800	25	2,985	0	13,650	9,324
Total Field Support		500	0	0	0	0	0	500	0	0	0	0	0	0	0	0
TOTAL PROGRAM		10,760	1,000	0	1,500	1,500	0	1,950	0	0	1,800	25	2,985	0	13,650	9,324

FY 00 Request Agency Goal Totals	
Econ Growth	2,500
Democracy	0
HCD	1,500
PHN	5,275
Environment	2,985
Program ICASS	0
GCC (from all Goals)	0

FY 00 Account Distribution (DA only)	
Dev. Assist Program	10760
Dev. Assist ICASS	
Dev. Assist Total:	10760
CSD Program	0
CSD ICASS	
CSD Total:	0

Prepare one set of tables for each appropriation Account
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For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2001 Budget Request by Program/Country

17-Mar-99
02:54 PM

Program/Country:
Approp Acct: DA/CSD
Scenario

S.O. # , Title		FY 20001 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 01	Future Cost (POST-2001)
	Bilateral/Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G			
SO 1: Increased Employment in Targeted Micro and Small Business															Year of Final Obligation:		
	Bilateral	2500	1000		1500										4000	2218	9782
	Field Spt	0															
		2,500	1,000	0	1,500	0	0	0	0	0	0	0	0	0	4,000	2,218	9,782
SO 2: Improved Quality of Key Natural Resources in Selected Areas that are both Environmentally and Economically Significant															Year of Final Obligation:		
	Bilateral	2985											2985		3750	307	10943
	Field Spt	0															
		2,985	0	0	0	0	0	0	0	0	0	0	2,985	0	3,750	307	10,943
SO 3: Improved Reproductive Health of Youth															Year of Final Obligation:		
	Bilateral	3275						1450	0	0	1800	25			4700	2657	11443
	Field Spt	500						500									
		3,775	0	0	0	0	0	1,950	0	0	1,800	25	0	0	4,700	2,657	11,443
SO 4: Increased Literacy and Numeracy among Targeted Jamaican Youth															Year of Final Obligation:		
	Bilateral	1500				1500									2050	352	5798
	Field Spt	0															
		1,500	0	0	0	1,500	0	0	0	0	0	0	0	0	2,050	352	5,798
SO 5: Special Objective - Inner City Program															Year of Final Obligation:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6: Caribbean Regional Program															Year of Final Obligation:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															Year of Final Obligation:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															Year of Final Obligation:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		10,260	1,000	0	1,500	1,500	0	1,450	0	0	1,800	25	2,985	0	14,500	5,534	37,966
Total Field Support		500	0	0	0	0	0	500	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM		10,760	1,000	0	1,500	1,500	0	1,950	0	0	1,800	25	2,985	0	14,500	5,534	37,966

FY 01 Request Agency Goal Totals	
Econ Growth	2,500
Democracy	0
HCD	1,500
PHN	5,275
Environment	2,985
Program ICASS	0
GCC (from all Goals)	0

FY 01 Account Distribution (DA only)	
Dev. Assist Program	10760
Dev. Assist ICASS	
Dev. Assist Total:	10760
CSD Program	0
CSD ICASS	
CSD Total:	0

Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 1999 Budget Request by Program/Country

17-Mar-99
02:54 PM

Program/Country:
Approp Acct: ESF
Scenario

S.O. # : Title		FY 1999 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 99
	Bilateral/ Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G		
SO 1: Increased Employment in Targeted Micro and Small Business																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 2: Improved Quality of Key Natural Resources in Selected Areas that are both Enviromentally and Economically Significant																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3: Improved Reproductive Health of Youth																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4: Increased Literacy and Numeracy among Targeted Jamaican Youth																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5: Special Objective - Inner City Program																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6: Caribbean Regional Program																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Field Support		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

FY 99 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 99 Account Distribution (DA only)	
Dev. Assist Program	0
Dev. Assist ICASS	
Dev. Assist Total:	0
CSD Program	0
CSD ICASS	
CSD Total:	0

Prepare one set of tables for each appropriation Account
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FY 2000 Budget Request by Program/Country

17-Mar-99
02:54 PM

Program/Country:
Approp Acct: ESF
Scenario

S.O. # , Title		FY 2000 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 00	
	Bilateral/ Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G			
SO 1: Increased Employment in Targeted Micro and Small Business																Year of Final Obligation:	
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 2: Improved Quality of Key Natural Resources in Selected Areas that are both environmentally and Economically Significant																Year of Final Obligation:	
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 3: Improved reproductive Health of Youth																Year of Final Obligation:	
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 4: Increased Literacy and Numeracy among Targeted Jamaican Youth																Year of Final Obligation:	
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 5: Special Objective - Inner City Program																Year of Final Obligation:	
	Bilateral	1500			0											1000	500
	Field Spt	0															
		1,500	0	0	0	0	0	0	0	0	0	0	0	0	0	1,000	500
SO 6: Caribbean Regional Program																Year of Final Obligation:	
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:																Year of Final Obligation:	
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:																Year of Final Obligation:	
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		1,500	0	0	0	0	0	0	0	0	0	0	0	0	0	1,000	500
Total Field Support		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM		1,500	0	0	0	0	0	0	0	0	0	0	0	0	0	1,000	500

FY 00 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 00 Account Distribution (DA only)	
Dev. Assist Program	1500
Dev. Assist ICASS	
Dev. Assist Total:	1500
CSD Program	0
CSD ICASS	
CSD Total:	0

Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2001 Budget Request by Program/Country

17-Mar-99
02:54 PM

Program/Country:
Approp Acct: ESF
Scenario

S.O. # , Title		FY 20001 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 01	Future Cost (POST-2001)
	Bilateral/ Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G			
SO 1: Increased Employment in Targeted Micro and Small Business															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 2: Improved Quality of Key Natural Resources in Select3ed Areas that are both Enviromentally and Economically Significant															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3: Improved Reproductive Health of Youth															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4: Increased Literacy and Numeracy among Targeted Jamaican Youth															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5: Special Objective - Inner City Program															Year of Final Oblig:		
	Bilateral	1500			0											2000	0
	Field Spt	0															
		1,500	0	0	0	0	0	0	0	0	0	0	0	0	2,000	0	0
SO 6: Regional Program															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		1,500	0	0	0	0	0	0	0	0	0	0	0	0	2,000	0	0
Total Field Support		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM		1,500	0	0	0	0	0	0	0	0	0	0	0	0	2,000	0	0

FY 01 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 01 Account Distribution (DA only)	
Dev. Assist Program	1500
Dev. Assist ICASS	
Dev. Assist Total:	1500
CSD Program	0
CSD ICASS	
CSD Total:	0

Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

GLOBAL FIELD SUPPORT

Objective Name	Field Support Activity Title & Number	Priority*	Duration	Estimated Funding (\$000)					
				FY 1999 Obligated by:		FY 2000 Obligated by:		FY 2001 Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau
SO3	AED/CHANGE: 936-9036	high	1 year	200		100		100	
SO3	ARCSS/URC/JHPIEGO: 936-5992.02	high	1 year	76		150		100	
SO3	Deloitte Touche/CSM 936-3085	high	1 year	0		0		100	
SO3	Futures/Policy 936-3078	high	1 year	20		0		150	
SO2	Parks in Peril	high	1 year		150		0		0
GRAND TOTAL				296	150	250	0	450	0

* For Priorities use high, medium-high, medium, medium- low, low

Controller Operations

Org. Title: USAID/Kingston			Overseas Mission Budgets														
Org. No: 532			FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
OC			Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
Org. Title: USAID/Kingston			Overseas Mission Budgets														
Org. No: 532			FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
OC			Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total

Controller Operations

Org. Title: USAID/Kingston Org. No: 532 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH		82.6	82.6			0			0			0			0
	Subtotal OC 11.1	0	82.6	82.6	0	0	0	0	0	0	0	0	0	0	0	0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0			0			0			0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0			0			0			0			0
11.5	FNDH			0			0			0			0			0
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	68.5		68.5			0			0			0			0
11.8	FN PSC Salaries	54.3	210.6	264.9	368.1		368.1	368.1		368.1	372.4		372.4	372.4		372.4
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0			0			0
	Subtotal OC 11.8	122.8	210.6	333.4	368.1	0	368.1	368.1	0	368.1	372.4	0	372.4	372.4	0	372.4
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances			0			0			0			0			0
12.1	Cost of Living Allowances	4.4		4.4	2.4		2.4	2.4		2.4			0			0
12.1	Home Service Transfer Allowances	0.4		0.4			0			0			0			0
12.1	Quarters Allowances			0			0			0			0			0
12.1	Other Misc. USDH Benefits			0			0			0			0			0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH			0			0			0			0			0
12.1	Other FNDH Benefits		24.9	24.9			0			0			0			0
12.1	US PSC Benefits			0	14	64.2	78.2	14	64.2	78.2	78.5		78.5	78.5		78.5
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC			0			0			0			0			0
12.1	Other FN PSC Benefits	14	45.9	59.9			0			0			0			0
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0			0			0
	Subtotal OC 12.1	18.8	70.8	89.6	16.4	64.2	80.6	16.4	64.2	80.6	78.5	0	78.5	78.5	0	78.5
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0			0			0			0			0
13.0	Other Benefits for Former Personnel - FNDH			0			0			0			0			0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs		12.7	12.7			0			0			0			0
13.0	Other Benefits for Former Personnel - FN PSCs			0			0			0			0			0
	Subtotal OC 13.0	0	12.7	12.7	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	3	1.7	4.7	5		5	5		5	6		6	6		6

Controller Operations

Org. Title: USAID/Kingston		Overseas Mission Budgets														
Org. No: 532		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	0.4		0.4			0			0			0			0
21.0	Assignment to Washington Travel			0			0			0			0			0
21.0	Home Leave Travel	1.8		1.8			0			0	0.9		0.9	0.9		0.9
21.0	R & R Travel		0.9	0.9	0.4		0.4	0.4		0.4			0			0
21.0	Education Travel			0			0			0			0			0
21.0	Evacuation Travel			0			0			0			0			0
21.0	Retirement Travel			0			0			0			0			0
21.0	Pre-Employment Invitational Travel			0			0			0			0			0
21.0	Other Mandatory/Statutory Travel		0.8	0.8	0.4		0.4	0.4		0.4	0.5		0.5	0.5		0.5
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel			0			0			0			0			0
21.0	Site Visits - Mission Personnel			0			0			0			0			0
21.0	Conferences/Seminars/Meetings/Retreats			0			0			0			0			0
21.0	Assessment Travel			0			0			0			0			0
21.0	Impact Evaluation Travel			0			0			0			0			0
21.0	Disaster Travel (to respond to specific disasters)			0			0			0			0			0
21.0	Recruitment Travel			0			0			0			0			0
21.0	Other Operational Travel		0.8	0.8	2.5		2.5	2.5		2.5	3		3	3		3
	Subtotal OC 21.0	5.2	4.2	9.4	8.3	0	8.3	8.3	0	8.3	10.4	0	10.4	10.4	0	10.4
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	32.5		32.5			0			0			0			0
22.0	Home Leave Freight	1.8		1.8			0			0	1.2		1.2	1.2		1.2
22.0	Retirement Freight			0			0			0			0			0
22.0	Transportation/Freight for Office Furniture/Equip.			0			0			0			0			0
22.0	Transportation/Freight for Res. Furniture/Equip.			0			0			0			0			0
	Subtotal OC 22.0	34.3	0	34.3	0	0	0	0	0	0	1.2	0	1.2	1.2	0	1.2
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space			0			0			0			0			0
23.2	Rental Payments to Others - Warehouse Space			0			0			0			0			0
23.2	Rental Payments to Others - Residences	60		60	33		33	33		33	33		33	33		33
	Subtotal OC 23.2	60	0	60	33	0	33	33	0	33	33	0	33	33	0	33
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities			0			0			0			0			0
23.3	Residential Utilities	2		2		2.2	2.2		2.2	2.2	2.4		2.4	2.4		2.4
23.3	Telephone Costs			0			0			0			0			0
23.3	ADP Software Leases			0			0			0			0			0
23.3	ADP Hardware Lease			0			0			0			0			0
23.3	Commercial Time Sharing			0			0			0			0			0
23.3	Postal Fees (Other than APO Mail)			0			0			0			0			0
23.3	Other Mail Service Costs			0			0			0			0			0
23.3	Courier Services		0.4	0.4		0.5	0.5		0.5	0.5	0.6		0.6	0.6		0.6
	Subtotal OC 23.3	2	0.4	2.4	0	2.7	2.7	0	2.7	2.7	3	0	3	3	0	3
24.0	Printing and Reproduction			0			0			0			0			0

Controller Operations

Org. Title: USAID/Kingston Org. No: 532 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
Subtotal OC 24.0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0			0			0			0			0
25.1	Management & Professional Support Services			0			0			0			0			0
25.1	Engineering & Technical Services			0			0			0			0			0
Subtotal OC 25.1		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards			0			0			0			0			0
25.2	Residential Security Guard Services	30		30	20		20	20		20	20		20	20		20
25.2	Official Residential Expenses			0			0			0			0			0
25.2	Representation Allowances			0			0			0			0			0
25.2	Non-Federal Audits			0			0			0			0			0
25.2	Grievances/Investigations			0			0			0			0			0
25.2	Insurance and Vehicle Registration Fees			0			0			0			0			0
25.2	Vehicle Rental			0			0			0			0			0
25.2	Manpower Contracts			0			0			0			0			0
25.2	Records Declassification & Other Records Services			0			0			0			0			0
25.2	Recruiting activities		5.3	5.3			0			0			0			0
25.2	Penalty Interest Payments			0			0			0			0			0
25.2	Other Miscellaneous Services			0			0			0			0			0
25.2	Staff training contracts			0			0			0			0			0
25.2	ADP related contracts			0			0			0			0			0
Subtotal OC 25.2		30	5.3	35.3	20	0	20	20	0	20	20	0	20	20	0	20
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS			0			0			0			0			0
25.3	All Other Services from Other Gov't. accounts			0			0			0			0			0
Subtotal OC 25.3		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance			0			0			0			0			0
25.4	Residential Building Maintenance		0.5	0.5		0.5	0.5		0.5	0.5	0.5		0.5		0.5	0.5
Subtotal OC 25.4		0	0.5	0.5	0	0.5	0.5	0	0.5	0.5	0.5	0	0.5	0	0.5	0.5
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs			0			0			0			0			0
25.7	Storage Services			0			0			0			0			0
25.7	Office Furniture/Equip. Repair and Maintenance			0			0			0			0			0
25.7	Vehicle Repair and Maintenance			0			0			0			0			0
25.7	Residential Furniture/Equip. Repair and Maintenance			0			0			0			0			0
Subtotal OC 25.7		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.8	Substance & spt. of persons (by contract or Gov't.)			0			0			0			0			0
Subtotal OC 25.8		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Controller Operations

Org. Title: USAID/Kingston		Overseas Mission Budgets														
Org. No: 532		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
26.0	Supplies and materials		10	10	11		11	11		11	12		12	12		12
	Subtotal OC 26.0	0	10	10	11	0	11	11	0	11	12	0	12	12	0	12
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.			0			0			0			0			0
31.0	Purchase of Office Furniture/Equip.			0			0			0			0			0
31.0	Purchase of Vehicles			0			0			0			0			0
31.0	Purchase of Printing/Graphics Equipment			0			0			0			0			0
31.0	ADP Hardware purchases			0			0			0			0			0
31.0	ADP Software purchases			0			0			0			0			0
	Subtotal OC 31.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)			0			0			0			0			0
32.0	Purchase of fixed equipment for buildings			0			0			0			0			0
32.0	Building Renovations/Alterations - Office			0			0			0			0			0
32.0	Building Renovations/Alterations - Residential			0			0			0			0			0
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
42.0	Claims and indemnities			0			0			0			0			0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		273.1	397.1	670.2	456.8	67.4	524.2	456.8	67.4	524.2	531	0	531	531	0	531

Additional Mandatory Information

Dollars Used for Local Currency Purchases

0

Exchange Rate Used in Computations

38.05

39

39

40

40

** If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.
On that form, OE funded deposits must equal:

0

0

0

0

0

Organization: USAID/Kingston

Foreign National Voluntary Separation Account									
Action	FY 1999			FY 2000			FY 2001		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits			0.0			0.0			0.0
Withdrawals			0.0			0.0			0.0

Local Currency Trust Funds - Regular			
	FY 1999	FY 2000	FY 2001
Balance Start of Year	2,364.4	597.1	
Obligations	2,400.0	719.5	
Deposits	632.7	122.4	
Balance End of Year	597.1	0.0	0.0

Exchange Rate 38.0 39.0 _____

Local Currency Trust Funds - Real Property			
	FY 1999	FY 2000	FY 2001
Balance Start of Year			
Obligations			
Deposits			
Balance End of Year	0.0	0.0	0.0

Exchange Rate _____ _____ _____

ANNEX 1

USAID/JAMAICA PLAN FOR IEEs AND EAs

Anticipated New Activities	New or Amended	IEE or EA	Estimated Submissions Date
Strategic Objective 2 SOAG 0002 To improve the quality of key natural resources in selected areas that are both environmentally and economically significant	New	IEE	March 1999
Special Objective Inner City Community Development Activity	New	IEE	June 1999
Regional Caribbean Program RSOAG 1 Economic Growth RSOAG 2 Environmental Management RSOAG 3 Administration of Justice	New New New	IEE IEE IEE	June 1999 June 1999 June 1999

All strategic objectives and their related activities are in compliance with previously approved IEEs.

Annex 2: Updated Results Framework

SO1 Current wording

- SO1: Increased employment in targeted micro and small businesses
 - IR1 Expanded delivery of micro business support services
 - IR1.1 Micro and small business support institutions strengthened
 - IR2 Increased sales by small businesses in targeted niches
 - IR2.1 Critical regulatory improvements implemented
 - IR3 Improved investment climate and employment in targeted urban communities

SO1 Proposed wording

- SO1: Increased number, size and competitiveness of small and micro enterprises
 - IR1 Improved business skills
 - IR2 Reduced regulatory constraints
 - IR3 Increased financing for small and micro enterprises

A new Special Objective (replaces IR1.3): currently being developed, to focus on other inner city social and economic problems (a new FY 2000 ESF-funded initiative).

SO2 Current wording

- SO2: Improved quality of key natural resources in selected areas that are both environmentally and economically significant
 - IR1 Increased adoption of environmental sound practices
 - IR2 Increased compliance with environmental regulations
 - IR3 Improved effectiveness of wastewater management

SO2 Proposed wording

- SO2 Improved quality of key natural resources in selected areas that are both environmentally and economically significant
 - IR1 Increased adoption of environmentally sound practices
 - IR 1.1 Increased effectiveness of environmental NGOs
 - IR 1.2 Increased economic incentives for environmentally sound practices
 - IR2* Adoption of policies for improved environmental management
 - IR 3 Improved effectiveness of wastewater management
 - IR 3.1 Improved operation and maintenance of wastewater treatment plants
 - IR 3.2 Wastewater management infrastructure constructed.
- * Previous wording for IR2 was: Increased compliance with environmental regulations. It includes two lower level intermediate results: IR 2.1 Effective promulgation and enforcement of environmental regulations, and IR 2.1.1 Increased capacity at key GOJ agencies.

SO3 Current wording

SO3 Improved reproductive health of youth

- IR1 Increased use of quality reproductive health and HIV/STD services and preventive practices.
 - IR 1.1 Increased availability of reproductive health and HIV/STD services.
 - IR 1.2 Increased use of STD testing and treatment
- IR2 Improved knowledge and skills related to reproductive health and in reproduction, contraception and HIV/STD prevention.
 - IR 2.1 Increased public information on reproduction, contraception and HIV/STD prevention
 - IR 2.2 Increased understanding to address issues of reproduction, contraception, and HIV/STD prevention.
- IR3 Improved national policy for reproductive health of youth.

SO3 Proposed wording

SO3 Improved reproductive health of youth (10 to 24)

- IR1 Increased use of quality reproductive health and HIV/STI services and preventive practices among youth.
 - IR1.1 Increased access to quality reproductive health and HIV/STI services
 - IR1.2 Improved knowledge and skills related to reproductive health and HIV/STI prevention.
 - IR 1.3 National policies and guidelines implemented in support of reproductive health.

SO4 Current wording

SO4 Increased literacy and numeracy among Jamaican youth in targeted primary schools

- IR1 Improved quality of teaching
- IR2 Increased school attendance
- IR3 Improved school/parent/community involvement
- IR4 Improved management of schools

SO4 Proposed wording

SO4 Increased literacy and numeracy among targeted Jamaican youth

- IR1 Improved quality of teaching
- IR2 Increased school attendance
- IR3 Improved management of schools.
- IR4* Improved NGO delivery of literacy programs

* Previous wording for this fourth IR was: "Improved school/parent/community involvement". The change is designed to better capture the strategic focus of the Uplifting Adolescents Program.

SSO Proposed wording

SSO Improved economic and social conditions in targetted inner city communities

IR1 Increased employment and entrepreneurship opportunities

IR2 Improved community capacity for conflict resolution